

URBAN/MUNICIPAL

CAY ON HBL V89

ASL

1993

URBAN MUNICIPAL

AUG 25 1993

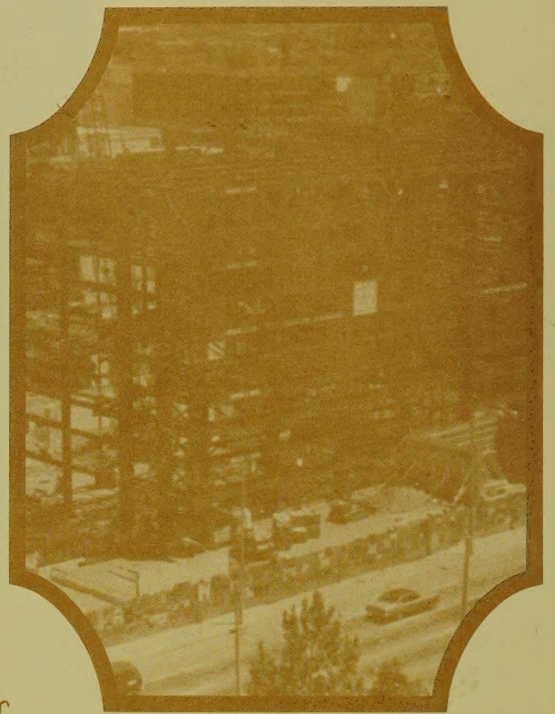
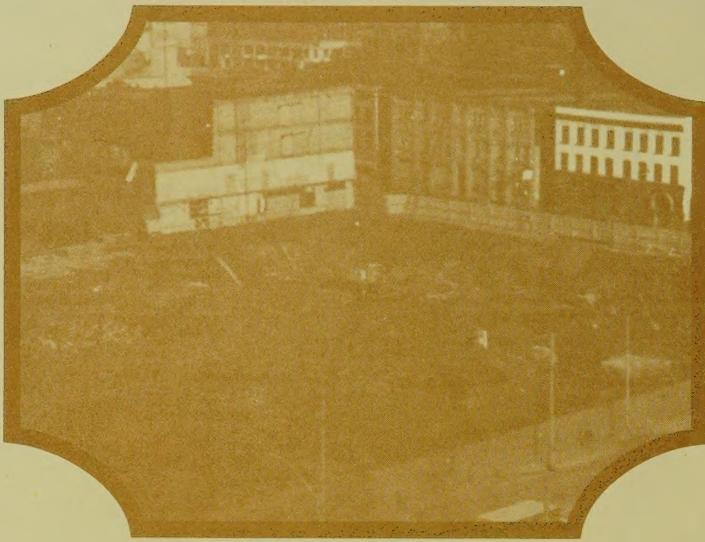
GOVERNMENT DOCUMENTS

*The Hamilton Entertainment and  
Convention Facilities Inc.*

*1993 Annual Report*

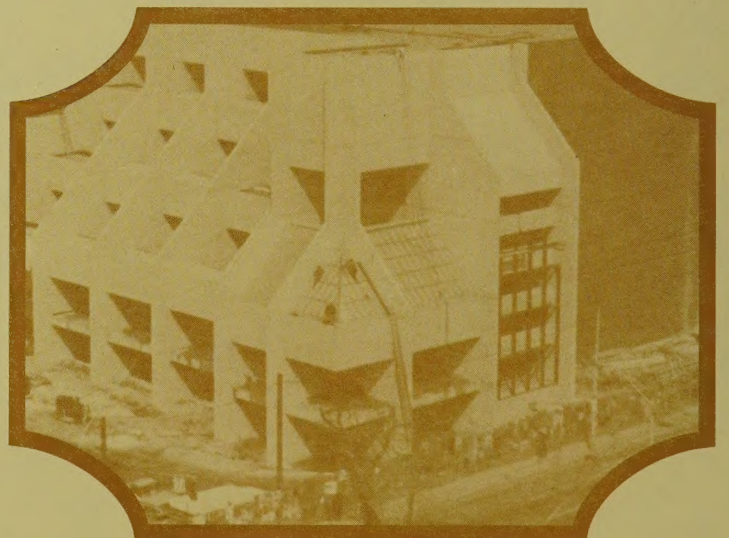
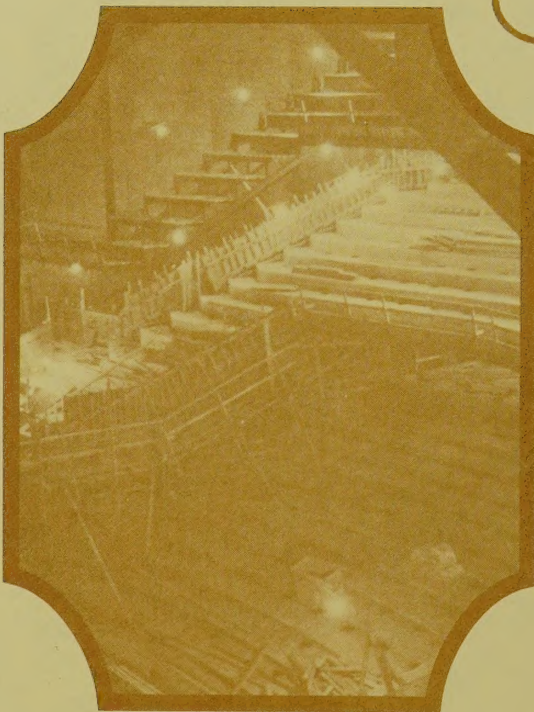






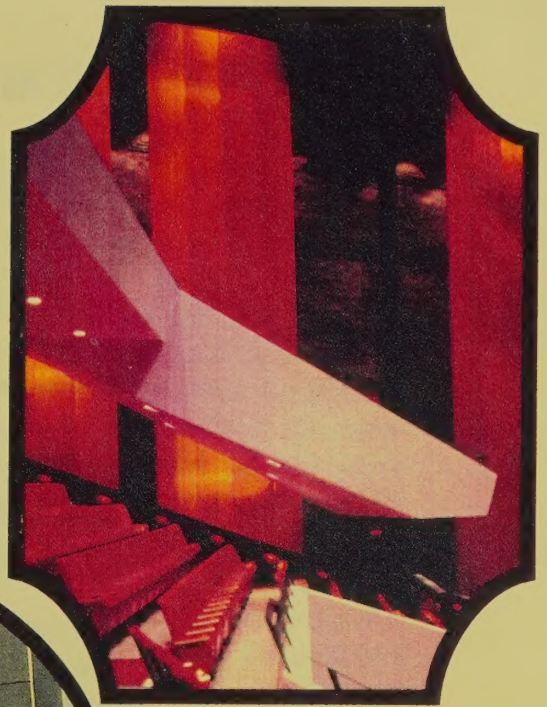
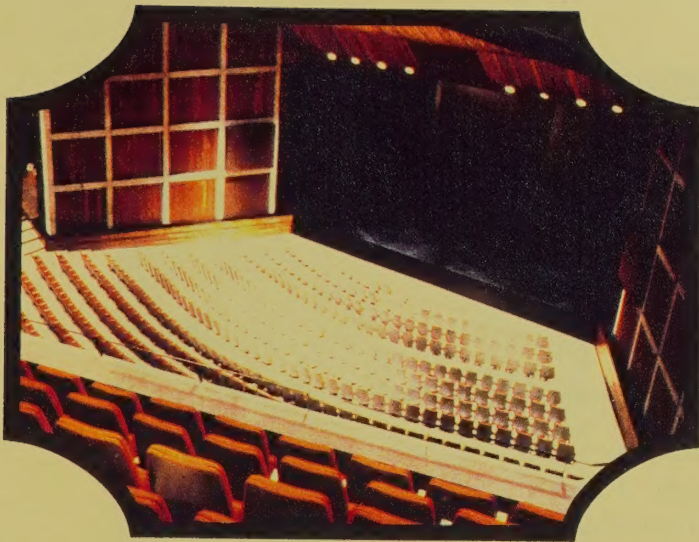
HAMILTON PLACE • TWENTIETH ANNIVERSARY • 1973-1993

# 20



This 1993 Annual Report is dedicated to Hamilton Place in recognition of its twentieth anniversary. The photographs displayed on these pages depict Hamilton Place through its pre-construction and construction stages to its present day status.





The Geritol Follies are pictured performing at the Twentieth Anniversary Celebration, as well as the Bach Elgar Choir and its junior choir, Vox Nouveau, together with the Hamilton Philharmonic Orchestra.



# MISSION STATEMENT

---

To maintain, operate, manage, and promote the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The City of Hamilton.

To positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services by using the three facilities as the catalyst to retain local spending and attract people from outside the region.

To maximize the use of the three facilities, while providing programming that reflects local interests and contributes to the quality of life.

Via effective, efficient management to constantly work towards maintaining the subsidization by the Corporation of The City of Hamilton at or below the current rate of inflation.

All of this is to be achieved while pursuing excellence of management and service in a manner that fosters local pride and enhances the City's reputation and image.

---



## HIS WORSHIP MAYOR ROBERT MORROW



Despite the effects of a three year recession and the *Social Contract* on our local economy, H.E.C.F.I. continued to act as a catalyst in attracting entertainment events, conventions, corporate meetings and trade shows to Hamilton. Approximately 1,151,000 patrons attended various events at Hamilton Place, Copps Coliseum, and the Convention Centre. At year end H.E.C.F.I. returned \$269,104. of the \$2,712,590. municipal contribution from the City of Hamilton.

I commend the Managing Director/Chief Executive Officer, Mr. Gabe Macaluso, the Directors and staff of the three H.E.C.F.I. facilities for their tenacity in adhering to the corporate goals to attract people and events to Hamilton and for their dedication to high levels of service and customer satisfaction.

The City proudly celebrated the Twentieth Anniversary of Hamilton Place with a variety show held September 29, 1993, twenty years

following the month-long opening ceremonies beginning September 22, 1973. Tribute was paid to the small group, who in 1963, formed a committee to study the feasibility of building an auditorium in Hamilton - to the groups of dedicated individuals who formed the Hamilton Theatre-Auditorium Foundation which raised over three million dollars towards the construction of the complex - to the more than 15,000 people who contributed the three million dollars in gifts - to The Members of Council and the City's professional staff who encouraged and aided the building of Hamilton Place. It will always be remembered that every major decision regarding Hamilton Place that came before the Council was passed by unanimous vote.

During 1993 there was an industry-wide slump in concert activity and world-wide monetary restrictions resulted in further decreases to already declining numbers of delegates attending conventions (as well as their subsequent expenditures on food and beverage). The cumulative effect was dynamic competition locally, nationally and internationally for convention/meeting business. Management and the Board of Directors are to be congratulated for their achievements throughout this very restrictive period.

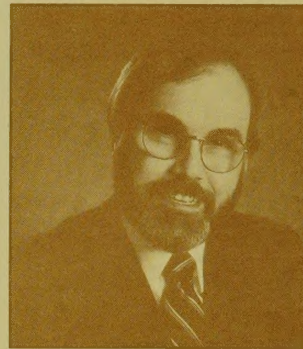
I am pleased to endorse the 1993 Annual Report.



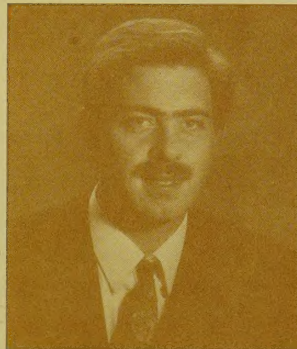
# THE 1993 BOARD OF DIRECTORS



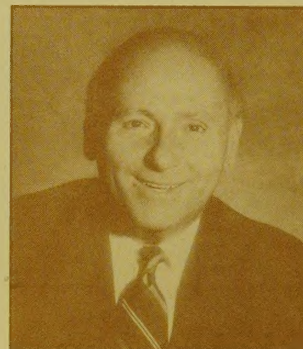
**Mayor Robert Morrow**  
Ex-Officio, Board and All Committees



**William J. Tidball, B.A., LL.B.**  
Chairman of the Board



**Alderman Terry Anderson**  
First Vice-Chairman  
Member, Operations Committee



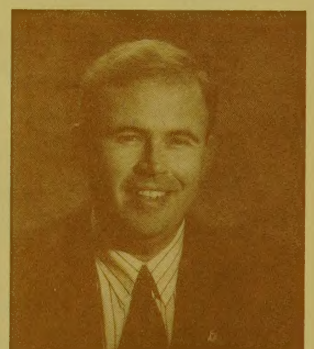
**Frank DeNardis**  
Second Vice-Chairman  
Member, Marketing & Sales Committee



**Alderman Henry Merling**  
Chairman, Operations Committee



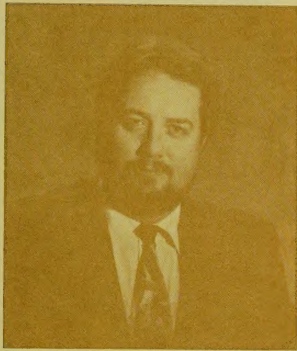
**Mary Dow, B.A.**  
Chair, Marketing & Sales Committee  
Member, Operations and Audit Committees



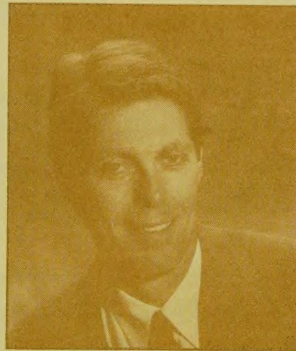
**Marvin Ryder, B.A., B.Sc.(Hons), M.B.A.**  
Chairman, Finance & Administration  
and Audit Committees



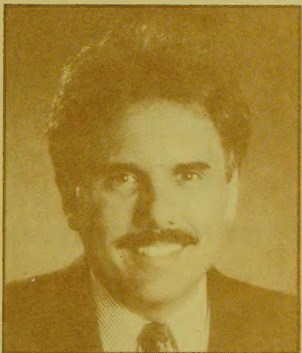
# THE 1993 BOARD OF DIRECTORS



**Alderman Bob Charters**  
Member, Operations Committee



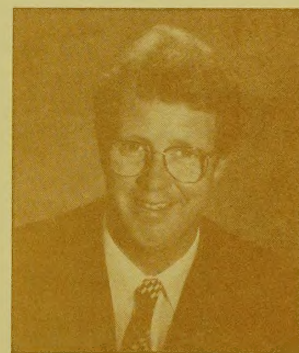
**Alderman Fred Eisenberger**  
Vice-Chairman, Marketing & Sales Committee



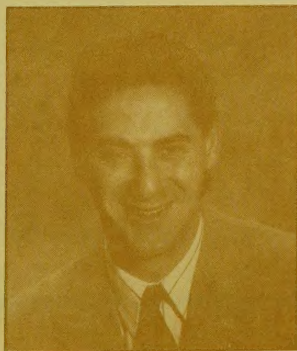
**Gene Kay**  
Member, Operations and  
Marketing & Sales Committees



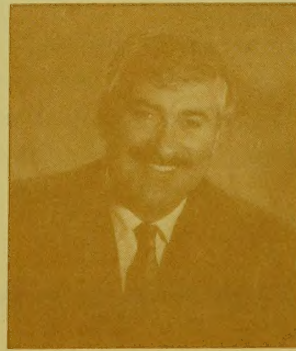
**Jackie Isbester**  
Member, Finance & Administration  
and Audit Committees



**J. Cameron Nolan, B.A.**  
Vice-Chairman, Finance & Administration  
and Audit Committees  
Member, Operations Committee



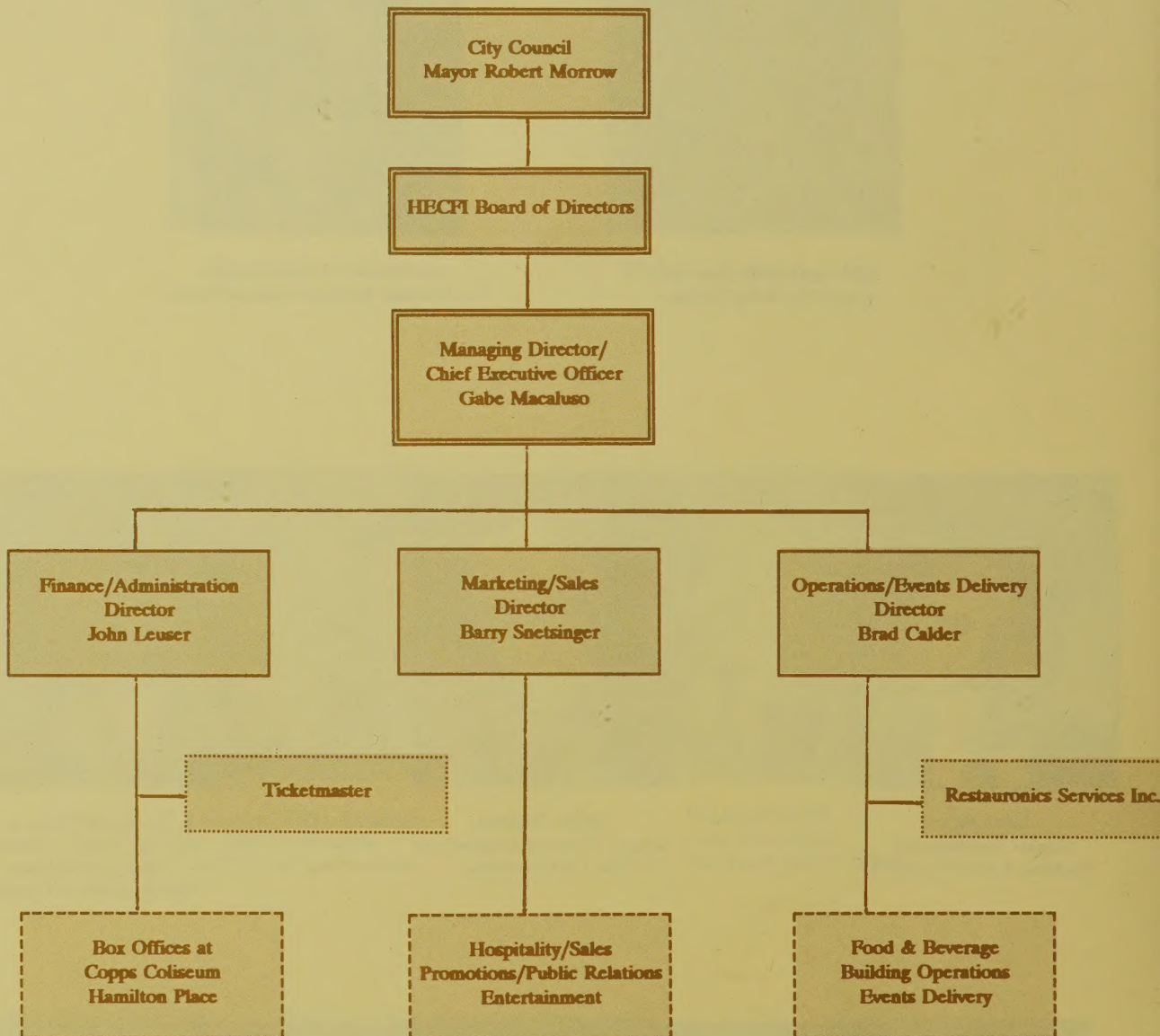
**S. Jasper Kujavsky, B.A.(Hons), LL.B.**  
Vice-Chairman, Operations Committee  
Member, Marketing & Sales and  
Finance & Administration Committees



**Angelo Dilanni, B.A., M.Ed.**  
Member, Marketing & Sales Committee

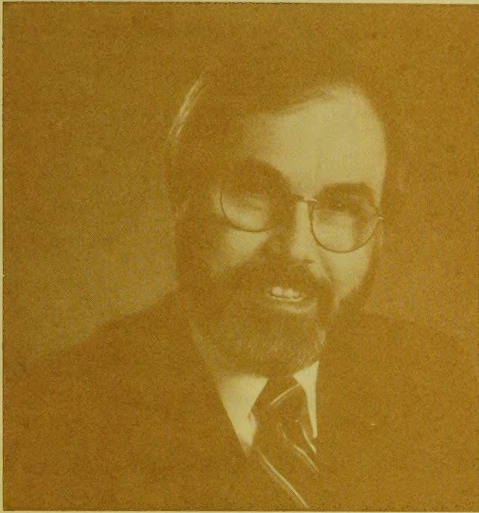
# ORGANIZATIONAL CHART

---





## WILLIAM J. TIDBALL, B.A., LL.B CHAIRMAN OF THE BOARD



mandatory wage freezes imposed by the government.

The volunteer citizen Members and political representatives of the Board of Directors are to be commended for the many hours dedicated to H.E.C.F.I. Mr. Frank DeNardis left the Board after serving as a Member on the Hamilton Place Board from 1977 to 1985 and from 1985 to 1993 as a Member on the H.E.C.F.I. Board. Frank's contribution to Hamilton Place, H.E.C.F.I. and overall, to the City's cultural community has been commendable.

The Hamilton Entertainment and Convention Facilities Inc. concluded its eighth year of operation in 1993; a year which presented many challenges. The operation of entertainment facilities during recessionary times and in a regional area which has suffered many hard-felt blows to its economic infrastructure, is no easy task.

Despite the difficult times, management and staff, together with the volunteer Board of Directors, continued to implement the recommendations made by the Coopers and Lybrand Comprehensive Audit and streamlined organizationally, completing a three year change in structure and philosophy.

The *special* challenges of 1993 were met head-on. The budget was not only met (a portion of the municipal contribution was returned to the City) but financial obligations of H.E.C.F.I. under the Provincial Social Contract legislation were met without the need for its staff to take unpaid days in conjunction with the

Walt Disney's World On Ice and The Canadian Figure Skating Championships were astounding successes - bringing close to 205,000 people to Copps Coliseum and downtown Hamilton. These two events alone had a very positive economic impact for Hamilton businesses. This is what H.E.C.F.I. is all about...bringing people and events to Hamilton. And it is something H.E.C.F.I. continues to do - successfully.

I take pride in my association with H.E.C.F.I. and look forward to participating in its on-going pursuit for improvement and expanded use of the three facilities while providing a diverse spectrum of cultural, entertainment, sport and business events.



## H.E.C.F.I. FULL-TIME EMPLOYEES

### *Corporate*

Gabe Macaluso, B.A.,  
Managing Director/CEO  
Patricia Bennett  
Joanne Corr  
Mary Murray

### *Finance & Administration*

John Leuser, B.Comm., C.A.,  
Director  
Linda Ambridge  
Marilyn Bowlby  
Rick DiFilippo  
Heidi Evans  
Barbara Fisher  
Janie Hartwell  
Joan Mills  
Anne Moravac  
Julian Nicholson  
Chris Pearson  
Linda Persichini  
Patty Smith  
Karen Stanton  
Kim Turner  
John Whitwell  
Ron Wilson

### *Operations/Events Delivery*

Brad Calder, P.Eng., Director  
Barry Anderson  
Alfred Asaph  
Dino Beatrice  
Diana Bordonaro  
David Costantino  
John Elder  
Bill Fletcher  
Gloria Garvin  
Irene Gaudet  
Allan Ginn  
Betty Goddard  
Sam Haining  
Sandra Johnson  
Dave Kelly  
Peter Kopatch  
Walter Korinowsky  
Margaret Lees  
Trevor McAnuff  
Gail McCaffrey  
Bruce McCrady  
Robin McGinlay  
Sam Macaluso  
John Mitchell  
Donald Munn  
Bruce Picken  
Allan Plant  
Scott Ridehalgh  
Steven Sajder  
Deanna Saville  
Donald Stewart  
Jerry van den Heuvel  
Norma Wright  
Lynn Zbucki  
Fritz Zwahlen

### *Marketing & Sales*

Barry Snetsinger, Director  
Cheryl Bogie  
Tom Dertinger  
Karen Dowhan  
Sal Farrauto  
Jeannine Flett  
Lynne Gale  
Sandy Gruba  
Vince Guglielmo  
Mary Howarth  
Alison Nicholson  
Silena Primavera  
Leslee Stewart  
Tim Tuck  
Debra Vivian



**GABE MACALUSO, B.A.  
MANAGING DIRECTOR/CEO**



1993 began in an economic climate which was going to require ingenuity, imagination and a lot of resourcefulness in order to survive. But tough times can make strong teams even more cohesive as each of its members pull together in order to achieve a measure of success. H.E.C.F.I. staff weathered additional restructuring, wage freezes and in some cases, additional responsibilities in order to meet the challenges - and did so very successfully. As a result of the hard work and positive attitudes, our budget objectives were not only met but were surpassed and H.E.C.F.I. was pleased to return a portion of the City's municipal contribution.

---

I am confident that as our organization continues to mature, during 1994 staff together with the direction and support provided by the Board of Directors, will again meet any challenges which are presented.

---

Hamiltonians endured a year which presented financial constraints. While they were selective about the entertainment they chose, the following

are some examples of the types of attractions they came to see: - Frank Sinatra, Neil Diamond, the World Judo Championships at Copps Coliseum; Rita McNeil, the Rankin Family appeared and the Canadian Country Music Awards took place at Hamilton Place; and the Convention Centre hosted the Ontario Veterinary Medical Convention and the Association of Municipalities of Ontario Convention.

In 1973 Hamilton Place was described as "the jewel in Hamilton's crown" and a "people place". Twenty years later it continues to be a source of pride. Work began during 1993 to replace the banners which act as acoustical controls; additional work will be done throughout 1994 and 1995 to upgrade other *sound* features, living up to the praise expounded in 1973 as the "...most intricate sound system in Canada...". The Ministry of Culture, Tourism and Recreation provided grant monies to assist the financing of renovations for barrier free accessibility to public washrooms and the wheelchair viewing area at Hamilton Place. The Convention Centre's main lobby underwent a *face-lift* and a series of fairly extensive renovations were initiated in the Wentworth Room, one of the Centre's largest exhibit rooms located on the first floor, making it more amenable to banquet/reception type of events. Both Copps Coliseum and Hamilton Place were declared "smoke free" facilities early in the year. H.E.C.F.I. management will continue to not only act as caretakers but will ensure that the original integrity of all three buildings is preserved.



# ENTERTAINMENT HIGHLIGHTS DURING 1993

## HAMILTON PLACE



### Concert Events:

Celine Dion  
Kashtin  
Sawyer Brown  
Tommy Dorsey  
Paul Anka  
Bare Naked Ladies  
Sarah McLaughlin  
Liona Boyd

Wynton Marsalis  
Stompin Tom  
Rita MacNeil  
The Irish Rovers  
The Rankin Family  
Gordon Lightfoot  
Taylor Dayne

### Musical Productions:

The Buddy Holly Show  
Oba Oba  
Nunsense  
Magic of Musicals  
Geritol Follies  
Cats  
Evita  
20th Anniversary  
Sesame Street  
Rocky Horror Show  
A Christmas Carol  
Beauty & The Beast

Bach Elgar Choir's  
*Solomon*  
Opera Hamilton's  
*Lucia Di Lammermoor*  
Hamilton Philharmonic  
*Orchestra's Classics*  
*and Pops Series*

### Comedy/Magic/Dance:

Gallagher  
David Copperfield  
Howie Mandel  
Hopak Ukrainian Dance Co.  
Polish Army Song & Dance Co.



# ENTERTAINMENT HIGHLIGHTS DURING 1993

## COPPS COLISEUM

|                 |                                                                                                               |                      |                                                                                                  |
|-----------------|---------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------|
| Concert Events: | Guns N' Roses<br>Depeche Mode<br>Bon Jovi<br>Neil Diamond<br>Frank Sinatra<br>Michael W. Smith                | Hockey:              | Hamilton Canucks Home Games - 36<br>N.H.L. Neutral Site Games - 2<br>N.H.L. Exhibition Game - 1  |
| Trade Shows:    | Landscape Ontario<br>Hamilton Auto Show<br>RV Show                                                            | Basketball:          | Hamilton Skyhawks<br>Home Games -15<br>OUAA West Championships                                   |
| Skating Events: | 1993 Canadian Figure<br>Skating Championships<br>Stars On Ice<br>Y95 Skate A Thon<br>Walt Disney World On Ice | Track & Field:       | Spectator Indoor Games                                                                           |
|                 |                                                                                                               | Variety Attractions: | WWF Wrestling<br>Tattoo for the Nation<br>World Judo Championships<br>Royal Lipizzaner Stallions |

Over 698,000 patrons attended events at Copps Coliseum during 1993.

---

## MAJOR CONVENTIONS, TRADE SHOWS and SPECIAL EVENTS DURING 1993

### HAMILTON CONVENTION CENTRE

|              |                                                                                                                                                                                                                                                                                                 |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trade Shows: | Leeds Bridal Shows<br>(January and October)<br>Home Show<br>Psychic Fair(s)<br>(March and November)<br>Great Maturity Show<br>(April and October)<br>Creative Arts - <i>Earthsong</i><br>(April and December)<br>1993 Spectator Travel Show<br>Winter <i>Festival of Friends</i><br>Grand & Toy | Conventions: | Ontario Veterinary Medical<br>Association<br>Royal Canadian Legion - Ontario<br>Command<br>Association of Canadian<br>Community Living<br>Canadian Library Association<br>Wastewater Technology Centre<br>Ontario Public School Teachers<br>Federation<br>Association of Municipalities of<br>Ontario<br>Sports Distributors of Canada<br>Canadian Country Music<br>Association<br>Respiratory Therapy Society<br>of Ontario<br>Energy & Paperworkers Union<br>Canadian Doll Convention<br>Ontario Motor Coach Association<br>Ontario School Councillors<br>Association |
| Variety:     | Ontario Open Karate<br>Championships<br>Canadian National Taekwon Do<br>Championships<br>Jeff Healey Band<br>Festitalia Corporation<br>World Powerlifting Championships<br>Hamilton Hadassah - Wizo Bazaar                                                                                      |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

An estimated 230,000 attended the events listed above as well as  
private meetings and functions at the Hamilton Convention Centre.



# BALANCE SHEET

## DECEMBER 31, 1993

| ASSETS                             | 1993                | 1992                |
|------------------------------------|---------------------|---------------------|
| Current                            |                     |                     |
| Imprest funds                      | \$ 18,600           | \$ 18,600           |
| Cash in bank                       | 581,103             | 615,716             |
| Accounts receivable                | 585,047             | 744,161             |
| Due from City of Hamilton          | 336,956             | -                   |
| Current portion of note receivable | 18,873              | -                   |
| Inventories                        | 43,537              | 44,331              |
| Prepaid expenses                   | 139,523             | 49,220              |
| Deferred charges on future shows   | <u>43,039</u>       | <u>26,887</u>       |
|                                    | 1,766,678           | 1,498,915           |
| Long-term                          |                     |                     |
| Note receivable                    | <u>82,959</u>       | <u>-</u>            |
|                                    | <u>\$ 1,849,637</u> | <u>\$ 1,498,915</u> |

### LIABILITIES

|                                         |                     |                     |
|-----------------------------------------|---------------------|---------------------|
| Accounts payable and accruals           | \$ 454,761          | \$ 391,256          |
| Advance ticket sales                    | 996,773             | 494,916             |
| Deposits on future rentals              | 187,186             | 163,145             |
| Deferred revenue on display advertising | 97,627              | 77,572              |
| Unredeemed gift certificates            | 89,600              | 95,455              |
| Advance from a related corporation      | 23,690              | 23,486              |
| Due to City of Hamilton                 | <u>-</u>            | <u>253,085</u>      |
|                                         | <u>\$ 1,849,637</u> | <u>\$ 1,498,915</u> |

## FORECAST AND GOALS FOR THE FUTURE

The Business Conditions Bulletin, January 1994, published by Ernst & Young states "...Increased spending (during 1994) will be concentrated on such items as clothing, household goods, and personal entertainment..." This optimistic forecast together with the following Marketing and Sales objectives provide management and staff with the incentive to become more aggressive in their commitment to provide H.E.C.F.I. facilities as the catalysts to attract people and events to Hamilton:

- (i) to protect its existing business base and "keep them coming back";
- (ii) to aggressively pursue new events;
- (iii) to ensure that there is continued financial flexibility to continue to promote and co-promote events; and
- (iv) to provide the kind of services that will help our tenants build their business.

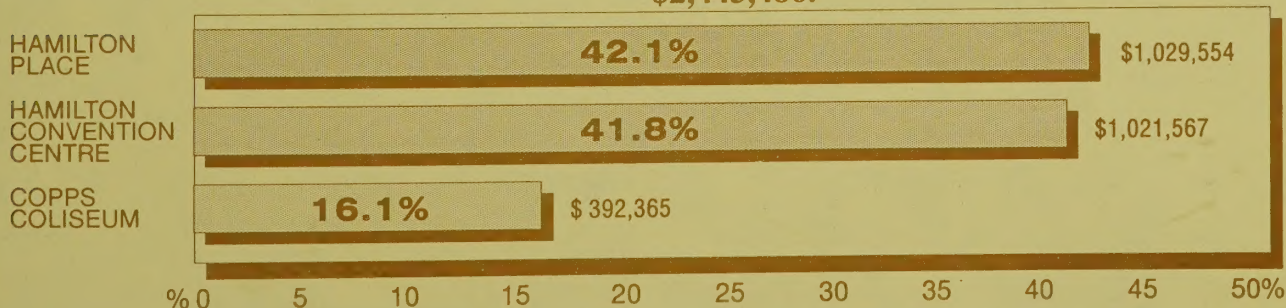


# STATEMENT OF REVENUE AND EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 1993

| REVENUE                                                                              | 1993              | 1992              |
|--------------------------------------------------------------------------------------|-------------------|-------------------|
| Food, beverage and concessions                                                       | \$ 2,212,956      | \$ 2,465,502      |
| Rentals, licence fees and show revenue                                               | 1,954,690         | 1,890,946         |
| Recoveries                                                                           | 1,764,849         | 2,147,200         |
| Box office                                                                           | 463,606           | 351,104           |
| Other                                                                                | <u>304,667</u>    | <u>340,998</u>    |
|                                                                                      | <u>6,700,768</u>  | <u>7,195,750</u>  |
| <br>EXPENDITURE                                                                      |                   |                   |
| Events delivery                                                                      | 2,317,932         | 2,623,709         |
| Food and beverage                                                                    | 2,185,967         | 2,415,359         |
| Administration                                                                       | 1,412,524         | 1,415,052         |
| Marketing and promotion                                                              | 1,408,306         | 1,713,242         |
| Building operations                                                                  | 1,379,353         | 1,159,305         |
| Box office                                                                           | <u>396,572</u>    | <u>395,453</u>    |
|                                                                                      | <u>9,100,654</u>  | <u>9,722,120</u>  |
| <br>EXCESS OF EXPENDITURE OVER REVENUE FROM OPERATIONS                               | 2,399,886         | 2,526,370         |
| <br>PROVISION FOR CAPITAL REPLACEMENT                                                | <u>43,600</u>     | <u>-</u>          |
| <br>EXCESS OF EXPENDITURE OVER REVENUE BEFORE CONTRIBUTION FROM THE CITY OF HAMILTON | <u>2,443,486</u>  | <u>2,526,370</u>  |
| <br>CONTRIBUTION FROM THE CITY OF HAMILTON                                           | <u>2,712,590</u>  | <u>2,702,370</u>  |
| <br>EXCESS OF REVENUE OVER EXPENDITURE FOR THE YEAR                                  | <u>\$ 269,104</u> | <u>\$ 176,000</u> |

## 1993 MUNICIPAL CONTRIBUTION \$2,443,486.



Copies of the 1993 Financial Statements audited by MacGillivray Partners are available from the Director of Finance and Administration for any resident who wishes to review and/or analyse the financial operations of HECFI in greater detail.





HAMILTON PUBLIC LIBRARY

3 2022 21335409 1

H.E.C.F.I.

Corporate Offices

101 York Blvd.

Hamilton, Ontario L8R 3L4

Telephone: (905) 546-4000

Fax: (905) 527-6856

